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AUTHOR	Dixon, P. Scott; Gribbons, Barry C.
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ABSTRACT

In 2001, the College of the Canyons (COC) (California) surveyed all faculty members hired between May 2000 and March 2001 to gather information about the experiences of newly hired faculty. Thirty-eight anonymous questionnaires (with both open- and closed-ended questions) were placed in the mailboxes of new faculty; 23 were completed and returned, for a response rate of 61%. Results included: (1) new faculty had a very positive attitude toward personnel office staff and said the interview process was conducted professionally; (2) 91% said the qualifications for the position were clearly written, but only 82% said the position description accurately conveyed position expectations; (3) 94% of those who participated in the orientation process said it was useful; (4) logistical items such as workspace, furniture, and computers received the fewest positive responses compared with other sections of the survey; (5) in the open-ended comments, new faculty members were favorable toward the interpersonal relationships experienced; however, concerns were expressed over logistical issues, inconsistent enforcement of procedures, and large class sizes; and (6) suggestions for changes included assigning faculty mentors, sending written confirmation upon hiring, adding a social dimension to the hiring process, and allowing students to talk at the faculty orientation. (Contains the survey instrument, as well as data on open- and closed-ended questions.) (EMH)

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ED 455 859

COLLEGE OF THE CANYONS
Santa Clarita Community College District
26455 Rockwell Canyon, Santa Clarita, CA 91355

Office of Institutional Development and Technology

New Faculty Survey
March 2001

Report # 104

P. Scott Dixon, M. A.
Barry C. Gribbons, Ph.D.

April 9, 2001

TC010534

COLLEGE OF THE CANYONS

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Introduction

The Office of Institutional Development and Technology surveyed all faculty members hired between May 2000 and March 1, 2001, to gather information about the first experiences of newly hired faculty. The results of this survey are used by the college to identify ways to improve new faculty members' transition to College of the Canyons to make their first-year experiences are as rewarding and satisfying as possible.

Methods

A list of faculty indicating hiring dates was obtained from Human Resources and those faculty hired after the distribution of the last survey (in May 2000) were identified. Anonymous questionnaires were placed in the campus mailboxes of each of the identified faculty member on Friday, March 9, 2001 with a request for return by Friday, March 23. Respondents were asked to return the surveys to the in-house mailbox for Institutional Development and Technology, where the results were tabulated for this report.

Of the 38 instruments distributed, 23 completed surveys were returned, resulting in a response rate of 61 percent.

The questionnaire contained both open- and closed-ended questions, and invited participants to comment freely concerning their experiences with the processes, people, and programs during their first year at COC. Refer to Appendix A for a copy of the survey and summary counts and percentages of response frequencies. Appendix B is a listing of responses to open-ended questions.

Major Findings

Personnel. Figure 1 depicts the percentage of new faculty members who responded "Yes" to items related to personnel issues, including the position announcement, contact with personnel, screening and selection process, and payroll/benefits. As is depicted in this figure, new faculty members were very positive overall in this area, with a 100% affirmative responses to three items:

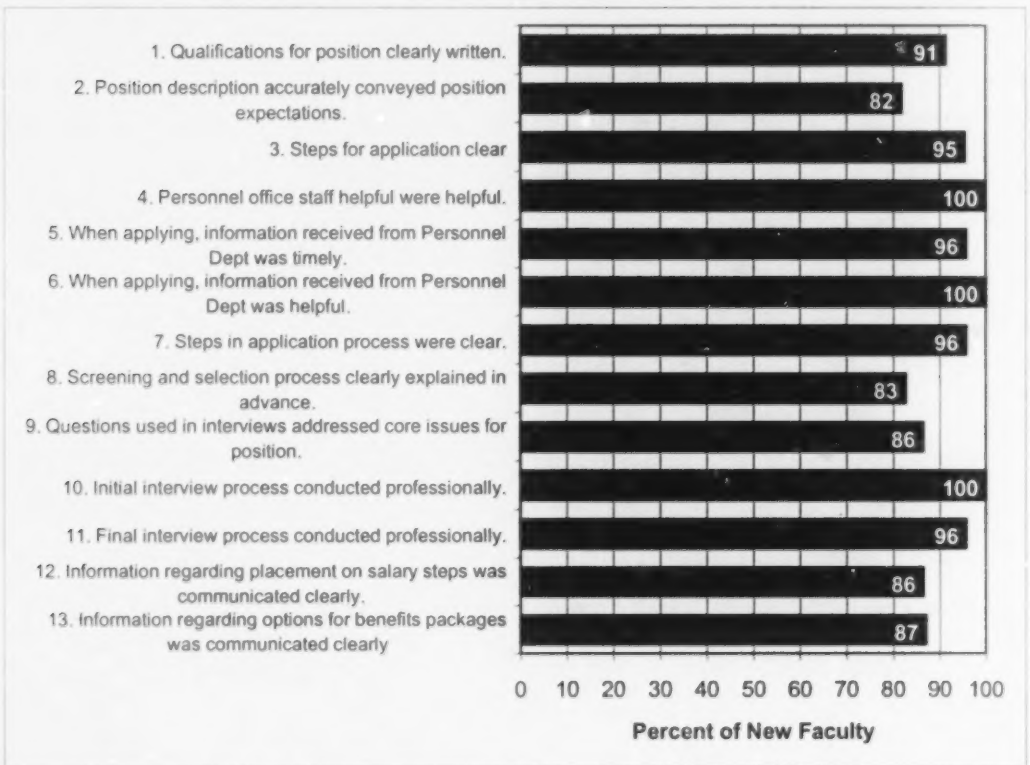
- Personnel office staff were helpful;
- When applying, information received from the personnel dept. was helpful; and
- Initial interview process was conducted professionally.

As one respondent indicated:

> *Information provided by Human Resources and every contact with them was warm, helpful, and to the point!*

Although all items received positive responses overall, the two items rated the lowest in this category were: Position description clearly conveyed position expectation (82%); and Screening and selection process was clearly explained in advance (83%).

Figure 1: Percentage of New Faculty Responding "Yes" to Personnel Items*

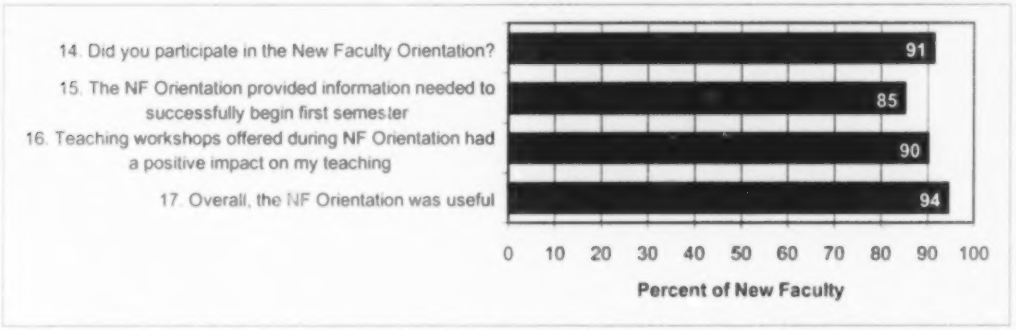

1. Qualifications for position clearly written.
91
2. Position description accurately conveyed position expectations.
82
3. Steps for application clear
95
4. Personnel office staff helpful were helpful.
100
5. When applying, information received from Personnel Dept was timely.
96
6. When applying, information received from Personnel Dept was helpful.
100
7. Steps in application process were clear.
96
8. Screening and selection process clearly explained in advance.
83
9. Questions used in interviews addressed core issues for position.
86
10. Initial interview process conducted professionally.
100
11. Final interview process conducted professionally.
96
12. Information regarding placement on salary steps was communicated clearly.
86
13. Information regarding options for benefits packages was communicated clearly
87
0 10 20 30 40 50 60 70 80 90 100
Percent of New Faculty

*Percent of responses "yes" uses sum of "yes" and "no" responses in denominator (excluding "No opinion" and missing responses.

New faculty members were also asked to indicate their first impressions, including significant experiences and state any recommendations that they had (see Appendix B). Most of the responses were very positive, especially commenting on how friendly and helpful people are at COC. A couple suggestions were made regarding clarifying payroll and benefits issues. Lastly, two negative comments were made, presumably resulting from experiences after beginning at COC.

New Faculty Orientation. Figure 2 illustrates respondents' reactions to the New Faculty Orientation. Similarly to items related to personnel services, responses to these items were overall quite positive. In fact, 94 percent of new faculty members rate the orientation as useful.

Figure 2: Percentage of New Faculty Responding "Yes" to New Faculty Orientation Items*


14. Did you participate in the New Faculty Orientation?
15. The NF Orientation provided information needed to successfully begin first semester
16. Teaching workshops offered during NF Orientation had a positive impact on my teaching
17. Overall, the NF Orientation was useful
91
85
90
94
0 10 20 30 40 50 60 70 80 90 100
Percent of New Faculty

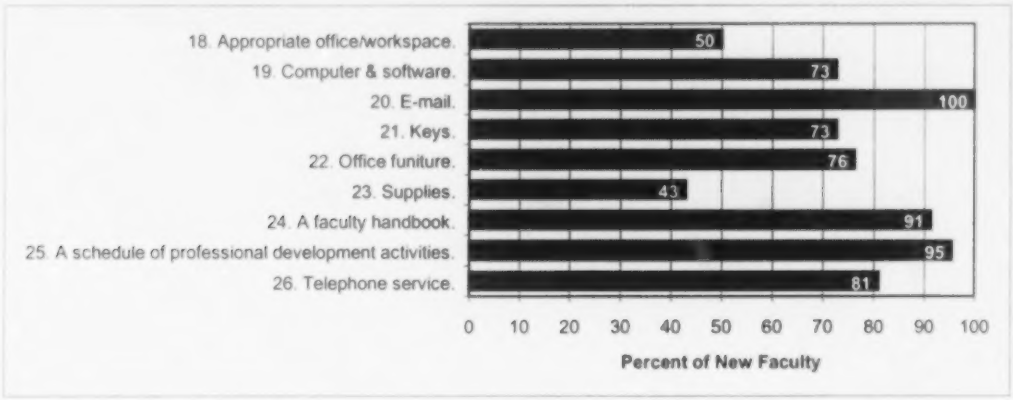
*Percent of responses "yes" uses sum of "yes" and "no" responses in denominator (excluding "No opinion" and missing responses.

New faculty members were also asked to provide addition comments regarding the strengths, weaknesses, and suggestions for improvement (see Appendix B for complete listing of comments). Again, overall, the comments were quite positive. Some suggestions for improvement include:

- Longer breaks or half-day orientations;
- More day-to-day facts;
- Printed information on 1) where to get keys, 2) how to use telephones, and 3) where to park and get parking stickers. Other "nut and bolts" items;
- Delay the follow-up orientation a week or more;
- More activities to get to know each other;
- Get photographs for the intranet and staff ID;.
- More time on teaching-related issues.

Figure 3 illustrates the new faculty members' reactions to logistical issues. Although e-mail and schedules of professional development activities were not problems, many faculty members did report problems with supplies and office/workspace. Overall, logistical items received the fewest positive responses compared to other sections of the survey.

Figure 3: Percentage of New Faculty Responding "Yes" to Logistics Items*

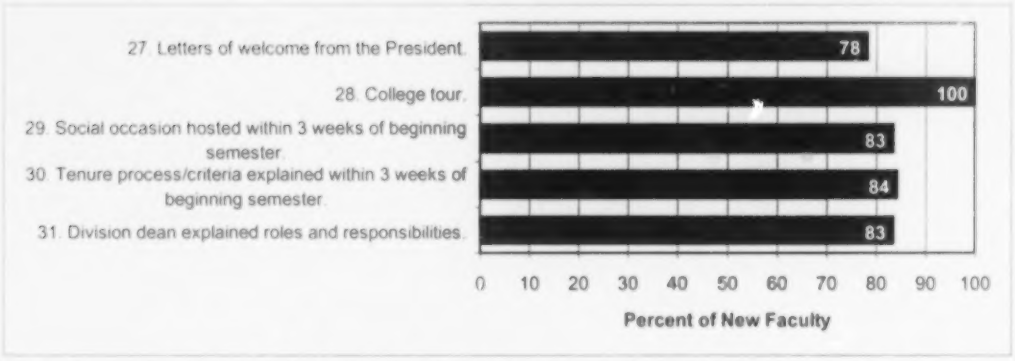


*Percent of responses "yes" uses sum of "yes" and "no" responses in denominator (excluding "No opinion" and missing responses.

The open-ended responses mirrored the above items with many faculty members expressing dissatisfaction with logistical items related to office supplies and space. Interestingly, a couple of new faculty members expressed positive remarks regarding using gang office space. Also, a new faculty member expressed difficulties moving an LCD projector to the classroom and recommended assistance in moving the equipment or assigning the person to a room with an LCD installed.

College Connections. Figure 4 illustrates the new faculty members' reactions to ways members of the COC community try to make new faculty members welcome and a part of the community. Every new faculty member indicated that the college tour helped ease their transition to COC. A little more than three out of four faculty members indicated that the other activities helped ease their transition.

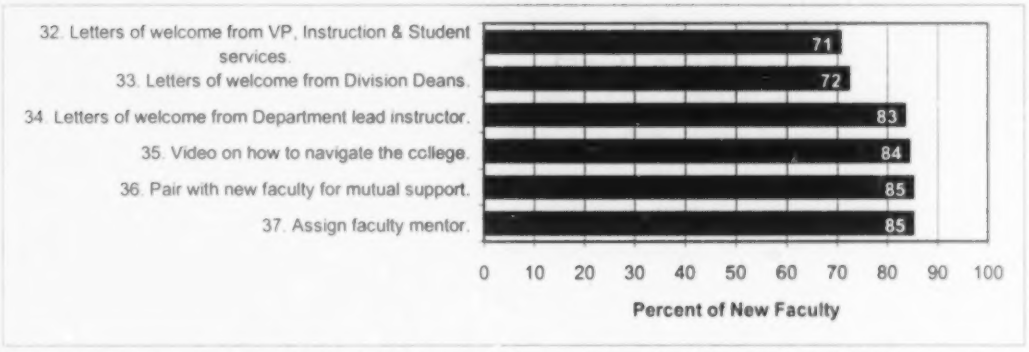
Figure 4: Percentage of New Faculty Responding "Yes" to Current College Connections Items*


27. Letters of welcome from the President.
28. College tour.
29. Social occasion hosted within 3 weeks of beginning semester.
30. Tenure process/criteria explained within 3 weeks of beginning semester.
31. Division dean explained roles and responsibilities.
78
100
83
84
83
0 10 20 30 40 50 60 70 80 90 100
Percent of New Faculty

*Percent of responses "yes" uses sum of "yes" and "no" responses in denominator (excluding "No opinion" and missing responses.

Faculty member were asked to indicate which of a list of activities would be valuable for the future (see Figure 5). More than 80 percent of faculty members indicated that a letter of welcome from the department lead instructor (even a little higher than the VP and division eans), video on high to navigate the college, pairing with another new faculty member, and assigning a faculty mentor would be valuable to do for new faculty members.

Figure 5: Percentage of New Faculty Responding "Yes" to Current College Connections Items*


32. Letters of welcome from VP, Instruction & Student services.
33. Letters of welcome from Division Deans.
34. Letters of welcome from Department lead instructor.
35. Video on how to navigate the college.
36. Pair with new faculty for mutual support.
37. Assign faculty mentor.
71
72
83
84
85
85
0 10 20 30 40 50 60 70 80 90 100
Percent of New Faculty

*Percent of responses "yes" uses sum of "yes" and "no" responses in denominator (excluding "No opinion" and missing responses.

In the open-ended items, new faculty members expressed positive attitudes towards the college community in general. However, a couple of respondents indicated that they had experienced problems with the tenure process and/or an administrator. The most common suggestion was to assign a faculty mentor. Another suggestion was to tell part-time faculty further in advance whether or not they will be teaching the next term.

Overall Open-ended Comments. In the overall open-ended comments, new faculty members were asked to describe what was helpful, problems that were experienced, and suggestions for the future. Positive or helpful areas included interpersonal relationships that were experienced, including sharing office space. Concerns or problems were expressed over logistical issues (inadequate furniture, computers and software), inconsistent enforcement of

procedures, and large class sizes. Suggestions for changes include assigning faculty mentors (even to faculty in their 2nd through 4th year), written confirmation when they are hired, add a social dimension to hiring process, move up the dates of interviews, allow students to talk at the faculty orientation, and modify the survey to use five point Likert-type items.

Conclusions

Overall, new faculty members reported positive experiences at College of the Canyons. Areas of greatest satisfaction include interactions with faculty, staff, and administrators who were helpful and supportive. Clearly, the College community has made significant progress towards the institutional goals and values of providing a supportive environment. However, several faculty reported difficulties with logistical issues when they first started at the College, especially related to office supplies, office space, and computers. Also, a couple of faculty members expressed interpersonal problems since beginning at the College.

The challenges identified by new faculty are not surprising given the tremendous growth experienced by the College. Nevertheless, the College might be able to improve the satisfaction of new faculty members as they transition to the College. Common suggestions include:

- Providing written information on day-to-day activities, such as obtaining office supplies, keys, parking, using telephones, and computer support.
- Providing a letter of welcome from the department lead instructor (even a little higher than the VP and division deans).
- Creating a video on high to navigate the college.
- Pairing new faculty with another new faculty member.
- Assigning faculty mentors with newer faculty might provide further social support.

Other suggestions were made with regard to the hiring process, the new faculty orientation, supporting the use of technology in the classroom, and providing additional social support to new faculty members. Lastly, although multiple venues for addressing problems currently exist, the College community should maintain sensitivity to new faculty members who identify problems and work towards generating and implementing solutions

Appendix A: Survey Instrument and Response Frequencies - Summary Counts of Responses

New Faculty Survey

Welcome to the College of the Canyons! As a recent addition to the faculty at College of the Canyons, the College Planning Team and the Office of Institutional Development & Technology are asking for your help in gathering information about your first experiences here at COC. Our motive it to ensure that new faculty at College of the Canyons receive the information and help they need to make their first year experience a rewarding one. Your responses to the questions below will help bring into focus specific areas that need attention. Survey responses are anonymous *unless you request to be contacted*. Please complete the survey and return it to the mailbox of the Office of Institutional Development & Technology by Friday, March 23.

Hiring Process: **The following questions are intended to address issues related to the hiring process. For each question, please mark Yes, No, or No Opinion. Please fill in marks like this: ● not like this: ✗ ⊘ ✓**

Position announcement:	Yes	No	No Opinion
1. The qualifications for the position were clearly written.	O	O	O
2. The position description accurately conveyed the expectations for the position.	O	O	O
3. The steps for application were clear.	O	O	O

Personnel contact:	Yes	No	No Opinion
4. The staff in the personnel office were helpful.	O	O	O
5. When applying for the position, information received from our Personnel Department was timely.	O	O	O
6. When applying for the position, information received from our Personnel Department was helpful.	O	O	O
7. The steps in the application process were clear.	O	O	O

Screening and selection process:	Yes	No	No Opinion
8. The screening and selection process was clearly explained in advance.	O	O	O
9. Questions used in the interviews addressed core issues for the position.	O	O	O
10. The initial interview process was conducted professionally.	O	O	O
11. The final interview process was conducted professionally.	O	O	O

Below, please add your comments regarding the application, selection, and screening process:

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Payroll-Benefits:	Yes	No	No Opinion
12. Information regarding your placement on the salary steps was communicated clearly.	O	O	O
13. Information regarding options for benefits packages was communicated clearly.	O	O	O

Below, please tell us your first impression of the college, including significant experiences, and state any recommendations you have:

New Faculty Orientation:	Yes	No	No Opinion
14. Did you participate in the New Faculty Orientation?	O	O	O

If you checked no, please describe any barriers to you being able to participate and skip to the next page:

If you checked yes, please continue with the following questions.

	Yes	No	No Opinion
15. The New Faculty Orientation provided me with information I needed to successfully begin my first semester at COC.	O	O	O
16. The teaching workshops offered during the New Faculty Orientation had a positive impact on my teaching.	O	O	O
17. Overall, the New Faculty Orientation was useful.	O	O	O

Below, please add any additional comments about the New Faculty Orientation related to strengths, weaknesses, or suggestions for improvement of the program.

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Logistics:

Please indicate whether or not we provided the following items necessary to begin your first semester at College of the Canyons.

	Yes	No	No Opinion
18. Appropriate office/workspace	O	O	O
19. Computer and software	O	O	O
20. E-mail	O	O	O
21. Keys	O	O	O
22. Office furniture	O	O	O
23. Supplies	O	O	O
24. Faculty Handbook	O	O	O
25. Schedule of professional development activities	O	O	O
26. Phone services	O	O	O

Please add additional comments about logistics, including processes that went smoothly, problems that you may have experienced, and suggestions. Please indicate if your comments continue on the back of this form.

College Connections:

Which of the following activities helped ease your transition to the College community?

	Yes	No	No Opinion
27. Letters of welcome from the President	O	O	O
28. College tour	O	O	O
29. A social occasion hosted within 3 weeks of semester's beginning	O	O	O
30. Tenure process/criteria explained within 3 weeks of semester's beginning	O	O	O
31. Division dean explained roles and responsibilities	O	O	O

Which of the following activities would be valuable to do for future new faculty?

	Yes	No	No Opinion
32. Letters of welcome from the Vice-President, Instruction and Student Services	O	O	O
33. Letters of welcome from the division dean	O	O	O
34. Letters of welcome from the Department Lead Instructor	O	O	O
35. "How to Navigate the College" video	O	O	O
36. Pair new faculty for mutual support	O	O	O
37. Assign faculty mentor	O	O	O

Below, please add additional comments about your experiences that may have made you feel more connected to or alienated from the COC community. Also, please provide suggestions for making new faculty feel more connected.

Finally, do you have any other suggestions to improve the process of hiring or the first-year experience of new faculty? Please describe below what was helpful, problems that were encountered and/or suggestions for the future.

If you would like to be contacted later in reference to this survey, please write your name and extension below. Thanks for your help!!!

Appendix A: Response Frequencies - Summary Percentages of Responses

	Yes	No	No Opinion
Position announcement:			
38. The qualifications for the position were clearly written.	91%	9%	O
39. The position description accurately conveyed the expectations for the position.	78%	17%	4%
40. The steps for application were clear.	91%	4%	O

Personnel contact:	Yes	No	No Opinion
41. The staff in the personnel office were helpful.	91%	0	9%
42. When applying for the position, information received from our Personnel Department was timely.	96%	4%	O
43. When applying for the position, information received from our Personnel Department was helpful.	100%	0	O
44. The steps in the application process were clear.	96%	4%	O

Screening and selection process:	Yes	No	No Opinion
45. The screening and selection process was clearly explained in advance.	83%	17%	O
46. Questions used in the interviews addressed core issues for the position.	83%	13%	4%
47. The initial interview process was conducted professionally.	100%	0	O
48. The final interview process was conducted professionally.	96%	4%	O

Below, please add your comments regarding the application, selection, and screening process:

Payroll-Benefits:	Yes	No	No Opinion
49. Information regarding your placement on the salary steps was communicated clearly.	83%	13%	4%
50. Information regarding options for benefits packages was communicated clearly.	87%	13%	O

Below, please tell us your first impression of the college, including significant experiences, and state any recommendations you have:

New Faculty Orientation:	Yes	No	No Opinion
51. Did you participate in the New Faculty Orientation?	91%	9%	O

If you checked no, please describe any barriers to you being able to participate and skip to the next page:

If you checked yes, please continue with the following questions.

	Yes	No	No Opinion
52. The New Faculty Orientation provided me with information I needed to successfully begin my first semester at COC.	74%	13%	4%
53. The teaching workshops offered during the New Faculty Orientation had a positive impact on my teaching.	78%	9%	4%
54. Overall, the New Faculty Orientation was useful.	74%	4%	9%

Below, please add any additional comments about the New Faculty Orientation related to strengths, weaknesses, or suggestions for improvement of the program.

Logistics:

Please indicate whether or not we provided the following items necessary to begin your first semester at College of the Canyons.

	Yes	No	No Opinion
55. Appropriate office/workspace	48%	48%	4%
56. Computer and software	70%	26%	4%
57. E-mail	96%	0	4%
58. Keys	70%	26%	4%
59. Office furniture	70%	22%	9%
60. Supplies	39%	52%	9%
61. Faculty Handbook	91%	9%	O
62. Schedule of professional development activities	91%	4%	4%
63. Phone services	74%	17%	4%

Please add additional comments about logistics, including processes that went smoothly, problems that you may have experienced, and suggestions. Please indicate if your comments continue on the back of this form.

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College Connections:

Which of the following activities helped ease your transition to the College community?

	Yes	No	No Opinion
64. Letters of welcome from the President	78%	22%	O
65. College tour	87%	O	9%
66. A social occasion hosted within 3 weeks of semester's beginning	65%	13%	17%
67. Tenure process/criteria explained within 3 weeks of semester's beginning	70%	13%	13%
68. Division dean explained roles and responsibilities	65%	13%	22%

Which of the following activities would be valuable to do for future new faculty?

	Yes	No	No Opinion
69. Letters of welcome from the Vice-President, Instruction and Student Services	52%	22%	22%
70. Letters of welcome from the division dean	57%	22%	17%
71. Letters of welcome from the Department Lead Instructor	65%	13%	17%
72. "How to Navigate the College" video	70%	13%	13%
73. Pair new faculty for mutual support	74%	13%	9%
74. Assign faculty mentor	74%	13%	9%

Below, please add additional comments about your experiences that may have made you feel more connected to or alienated from the COC community. Also, please provide suggestions for making new faculty feel more connected.

Finally, do you have any other suggestions to improve the process of hiring or the first-year experience of new faculty? Please describe below what was helpful, problems that were encountered and/or suggestions for the future.

If you would like to be contacted later in reference to this survey, please write your name and extension below. Thanks for your help!!!

Appendix A: Response Frequencies: Summary Counts of Responses

Position announcement:	Yes	No	No Opinion
75. The qualifications for the position were clearly written.	21	2	0
76. The position description accurately conveyed the expectations for the position.	18	4	1
77. The steps for application were clear.	21	1	O

Personnel contact:	Yes	No	No Opinion
78. The staff in the personnel office were helpful.	21	0	2
79. When applying for the position, information received from our Personnel Department was timely.	22	1	0
80. When applying for the position, information received from our Personnel Department was helpful.	23	0	0
81. The steps in the application process were clear.	22	1	O

Screening and selection process:	Yes	No	No Opinion
82. The screening and selection process was clearly explained in advance.	19	4	0
83. Questions used in the interviews addressed core issues for the position.	19	3	1
84. The initial interview process was conducted professionally.	23	0	O
85. The final interview process was conducted professionally.	22	1	0

Below, please add your comments regarding the application, selection, and screening process:

Payroll-Benefits:	Yes	No	No Opinion
86. Information regarding your placement on the salary steps was communicated clearly.	19	3	1
87. Information regarding options for benefits packages was communicated clearly.	20	3	O

Below, please tell us your first impression of the college, including significant experiences, and state any recommendations you have:

New Faculty Orientation:	Yes	No	No Opinion
88. Did you participate in the New Faculty Orientation?	21	2	0

If you checked no, please describe any barriers to you being able to participate and skip to the next page:

If you checked yes, please continue with the following questions.

	Yes	No	No Opinion
89. The New Faculty Orientation provided me with information I needed to successfully begin my first semester at COC.	17	3	1
90. The teaching workshops offered during the New Faculty Orientation had a positive impact on my teaching.	18	2	1
91. Overall, the New Faculty Orientation was useful.	17	1	2

Below, please add any additional comments about the New Faculty Orientation related to strengths, weaknesses, or suggestions for improvement of the program.

Logistics:

Please indicate whether or not we provided the following items necessary to begin your first semester at College of the Canyons.

	Yes	No	No Opinion
92. Appropriate office/workspace	11	11	1
93. Computer and software	16	6	1
94. E-mail	22	0	1
95. Keys	16	6	1
96. Office furniture	16	5	2
97. Supplies	9	12	1
98. Faculty Handbook	21	2	0
99. Schedule of professional development activities	21	1	1
100. Phone services	17	4	2

Please add additional comments about logistics, including processes that went smoothly, problems that you may have experienced, and suggestions. Please indicate if your comments continue on the back of this form.

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College Connections:

Which of the following activities helped ease your transition to the College community?

		Yes	No	No Opinion
101.	Letters of welcome from the President	18	5	0
102.	College tour	20	0	2
103.	A social occasion hosted within 3 weeks of semester's beginning	15	3	4
104.	Tenure process/criteria explained within 3 weeks of semester's beginning	16	3	3
105.	Division dean explained roles and responsibilities	15	3	5

Which of the following activities would be valuable to do for future new faculty?

		Yes	No	No Opinion
106.	Letters of welcome from the Vice-President, Instruction and Student Services	12	5	5
107.	Letters of welcome from the division dean	13	5	4
108.	Letters of welcome from the Department Lead Instructor	15	3	4
109.	"How to Navigate the College" video	16	3	3
110.	Pair new faculty for mutual support	17	3	2
111.	Assign faculty mentor	17	3	2

Below, please add additional comments about your experiences that may have made you feel more connected to or alienated from the COC community. Also, please provide suggestions for making new faculty feel more connected.

Finally, do you have any other suggestions to improve the process of hiring or the first-year experience of new faculty? Please describe below what was helpful, problems that were encountered and/or suggestions for the future.

If you would like to be contacted later in reference to this survey, please write your name and extension below. Thanks for your help!!!

Appendix B: Text of Open-ended Questions

Question 11a:

Please add your comments regarding the application, selection and screening process:

Q #	Comments:
5	(Employee Name) was extremely professional, knowledgeable, and helpful during the hiring and post-hiring process. She is an extremely valuable asset to this college.
7	The interview seemed structured for a General Position, yet I was hired for a (more specific position). Questions re biotech were not really sig(nificant) part of hiring interview.
9	Since tenure committee decisions are based on student allegations(if they are negative, and since those decisions are also based on whether one enforces attendance policy, having non students in class, political discussions in class, & student reactions to them, perhaps position descriptions should reflects the de facto culture of College of the Canyons which is not to enforce attendance, or no non-students in class provisions, etc. Also point out that student disruptions must be tolerated. This point applies to interview questions too.
10	Very clear & extremely professionally conducted
16	It was handled in a highly fair, professional and expeditious manner. Please see "other suggestions."
17	Due to the large # of positions & applicants, it was hard to connect with people at times. Something as simple as checking to see if recommendations were in my file was difficult. The college needs to add personnel when it is interviewing a large # of candidates. People were always helpful when it was possible to talk to someone.
18	Information provided by Human Resources and every contact with them was warm, helpful, and to the point! Great!
23	I was an out-of-state candidate, so I appreciated having the initial and final interviews close enough together in time so that I could complete the process in one plane trip.

Question 13a:

Tell of your first impression of the college, including significant experiences, and state any recommendation you have:

Q #	Comments:
5	First Impression: Extremely positive in terms of collegial helpfulness, friendliness and student-centered outlook. Recommendation: Flex Seminar during orientation week (& open to ALL faculty) that explains differences between benefits package options. Invite representatives of health (medical & dental) plans to be members of seminar.
8	It would have been nice if someone in HR or Payroll or ANYONE would have bothered to tell me that for my first three weeks of work would garner (only) 3 days pay! It is a good thing I received a severance from my previous company.
9	(Employee Name) conducted a fair & generous proceeding. This is verv appealing to prospective faculty. Final interview was good, but would have been great if all aspects of COC culture (i.e., "informal" organization) were covered. Nice building and grounds.
10	Every person I met from Human Resources all the way to the faculty and School VP & Division Dean were extremely nice, professional and courteous.
11	Benefits package was large and somewhat difficulty to go through. Calling cleared up questions.
16	A very positive impression. I was particularly impressed by how friendly and helpful College of the Canyons faculty and staff were.
18	(Employee Name) shared the phrase (BIWA) "Bureaucratic Inertia Wins Again!" He stated it in a humorous, mater-of-fact discussion about the reality of any organization. Problems will occur, but they are not intentional nor symptomatic of any underlying us/them conflict…they are most often part of the bureaucratic process. He stressed the notion (I observed in many aspects) that College of the Canyons is a community.
22	Outstanding, progressive school on par with a four-year school was the initial belief. I'm not so sure now, based on a limited number of faculty positions who create hurdles or problems.
23	I liked the friendliness of the interviewers. I would liked to have seen a salary scale earlier in the process.

Question 14a:

If you did not attend, describe any barriers to you being able to participate in the New Faculty Orientation:

Q #	Comments:
8	Not the first one because I was hired during the semester.
9	Excellent opportunity, for the most part.
10	Prior commitment scheduled far in advance of the hiring.

Question 17a:

Comments about the New Faculty Orientation related to strengths, weaknesses, or suggestions for improvement of the program:

Q #	Comments:
1	I would only suggest providing a longer mid-day break – or holding half-day orientations.
2	The team was great a welcoming us but I would have liked more day-to-day facts, such as a list of deadlines for grants, schedules, bullets, etc.
3	My overall opinion considering the College of the Canyons is that I have had a good experience here. I enjoy attending classes, the teachers have been very nice, and my only complaint being that International Students Office has been overly businesslike, and that they shock newly arriving foreign students with their attitudes and the workings of that office.
5	The orientation facilitators were extremely helpful, knowledgeable, and supportive in the orientation process. It was wonderful to be introduced to the various Division Deans, experienced faculty members and a key Admissions & Records officer whose handout was great. Recommendation: A printed handbook indicating essential information such as 1) where to get keys, 2) how to use telephones, 3) where to park and get parking stickers, etc.
6	The days were too long.
8	The one I attended prior to my second semester was very good.
9	Some of the information provided in the orientation by such people as (Employee Name), (Employee Name) & (Employee Name) seemed excellent at the time, e.g. be very careful about admitting non students (liability, etc.), enforce attendance by correlating it to grades, & make the syllabus explicit about policies and consequences, etc. Subsequently, I found out that the powers that be don't support these policies & may even sanction new faculty for enforcing them. So what could have been very useful proved to be very unlike the "informal organization."
11	Well done.
14	Very valuable. Enjoyed meeting (the) others too.
16	It was extremely well done and consequently beneficial. The "follow-up" orientation (January 9) should have taken place at least a week later as it seriously undermined the travel (family visit) plans of quite a few new faculty members.
17	I found New Faculty Orientation very reassuring and helpful. I had been through he Associate Program, so the teaching information was review.
18	The workshops were very will structured, and extremely useful, but I would like a couple events to be geared toward us getting to know one another. This way left (us) to our own devices (primarily) and I did not get to meet all as well as I wanted to. Please build in a group visit for Photographs for the intranet and staff ID's.
19	I enjoyed the orientation very much. It was helpful to see & meet so many other new faculty.
23	The "nuts & bolts" part of the New Faculty Orientation could have been provided in the form of written handouts, allowing us to spend time focusing more on teaching-related issues. Thos were the most useful and interesting workshops. I did like meeting my new colleagues and appreciated the efforts and enthusiasm of the presenters. We introduced too often. Large enough nametags would allow guest presenters to see our names without each person having to reintroduce him/herself.

Question 26a:

Please add additional comments about logistics, processes, any problems experienced and suggestions:

Q #	Comments:
2	I was promised software but never received it. I can still hear other staff's conversations on my phone.
5	It was very difficult to work initially without an office an adequate supplies. Recommendation: Provide an adequate work space/office and basic box of office supplies to new faculty, at least two weeks prior to faculty orientation. It was extremely difficult to function as a "computer technician" and seasoned professor, after having pushed a computer cart uphill over sidewalk cracks while trying to balance the computer and textbooks on the cart. Recommendations: 1) assign professors who use computer technology to teach to certain rooms with installed LCD projectors or computer labs; 2) In the interim, provide student workers or staff to bring cart to classroom to help connect equipment. Note that some professors have indicated that they will not use computer technology in their classrooms at College of the Canyons because of the physical obstacles and hardships in doing so. These kinds of obstacles must be overcome if we wish to educate our students to function in the real world, and help our college to become reputable, respected college in alignment with our President's vision.
7	Quite a lag in getting space, keys, computer service, etc… Office's temporary appointment not specified – I assumed it was permanent which it was not!
8	There should be a committee who takes care of new hire's needs. Don't just give them a name and number to call of someone they do not know. Very unprofessional.
9	Why don't faculty have building keys? Does the Administration not trust them? It seems that COC doesn't want faculty to have logistical support in a timely fashion, since they make it difficult to acquire printed paper, lined paper, pens & other office supplies.
11	Supplies took forever to get. I purchased some on my own.
16	I realize that the inappropriate office/workspace is attributable to the lack of space resulting from rapid growth. What's more, the situation has been remedied (in my instance). In any case, the "gang office" experience was great.
17	Again, due to the large number of new faculty it was a hard time for everyone to sort out offices, supplies, etc.
18	The group-office experience has been wonderful for many reasons. I am glad to have this experience, although I would have sought to avoid it. (Employee Name) would visit us periodically and give a personal update on some items (new offices). This contact has been GREAT!
19	Furniture – not new for replacement positions. I'm using old furniture with no key for desk lock. Supplies – not all are available.
22	Inadequate office space, inadequate faculty/professional approach toward this problem and recalcitrant attitude toward problem solving by key faculty members.
23	As a new instructor about to begin teaching several new courses, I would have liked to have had earlier access to a computer and to office space. It's also difficult to not have office access on weekends and holidays. More bookshelf space would also help. Most of my books and notebooks are at home because there is no place for them at work. I also wish we had more self-access to copy machines, although the Reprographics staff have been wonderful. (Employee Name) is a jewel!

Question 37a:

Add comments about experiences that made you feel more connected to or alienated from the College of the Canyons community. Please suggest for making new faculty feel more connected:

Q #	Comments:
2	I have a faculty mentor that is extremely helpful, but I had to find her on my own.
5	I was extremely impressed with the helpfulness and genuine kindness of all members of the college community, ranging from faculty, to deans, to maintenance, to support staff, to computer, reprographics, and audio-visual technicians, to security to V.Pres. Phil Hartley, and the President Dianne Van Hook. This dynamic, concerned capable community helped me to identify more with the spirit and vision of the college.
8	See earlier blocks.
9	The tenure process (contract-wise) seemed procedurally fair & was explained. Unfortunately, the way it was implemented was one of the most biased & unprofessional that I have ever seen. The (administrator) is rude, unprofessional & vindictive. (In) many ways (the administrator) demonstrates an inability to lead people. These things alienated me, literally & figuratively.
10	Paring with existing faculty is great idea (#36 above) as new faculty learn the paperwork and additional responsibilities.
14	The process of being evaluated was not clearly explained. No one seemed to know how this was done. Also, as a temporary employee, I was never old if I was returning the following semester or not. I didn't know until the week before the semester that I was to continue. Communication was very poor.
16	I believe that it was all done extremely well. I have no complaints, only praise.
17	It would have been very helpful to have a mentor. My department had many new faculty and a new dean. We were very low on knowing how to navigate the system.
23	My department is wonderful. At the departmental level, we have several meetings and social occasions which have helped me feel connected. As an out-of-state candidate new to this area, more info on housing in the area would have been helpful. Relocation is a big undertaking. What I especially love about COC is everyone's friendliness and professionalism. As we continue to grow, I hope we can keep that quality.

Question 37b:

Finally, do you have any other suggestions to improve the process of hiring or the first-year experience of new faculty? Please describe below what was helpful, problems that were encountered and/or suggestions for the future:

Q #	Comments:
1	Sharing office space with others was the most wonderful way to connect, bond, and provide mutual support.
5	Voluntary faculty mentor program: ask experienced faculty to volunteer to mentor, and ask newer faculty whether they would like to have a mentor. Include all untenured faculty (2nd, 3rd, 4th year) in the "newer faculty" category. We still need mentoring. Also, please include diversity component. Upon request, each faculty member should be able to secure 1 desk, 2 bookshelves, 2 file cabinets, and adequate computer hardware and software to meet their teaching needs. If a professor needs a laptop to competently teach a class, the laptop provided should have the similar memory and power capability as the other computers provided to faculty who do not need laptops to take to their classes.
8	First, learn how to write a decent questionnaire. Most of your questions are not yes or no answers. Many of my answers are truly somewhat, not yes or now, or use a numbering system 1-5.
9	Make the hiring disclose fully the real culture at COC. It's hard for new faculty to understand when to enforce their syllabus & when not to. Administration needs to accept responsibility for their negligence (e.g., not having texts available for 5 weeks), and not blame new faculty's disorganization.
14	Would appreciate something in writing that I was hired (like they have for adjuncts). I still have no paperwork that says I am hired – all verbal.
16	Re: hiring: Although the hiring process was carried out with fairness and the highest level of professionalism, I found the process rather cold and impersonal. Some people come from far away for an interview, and they don't get as much as a cup of coffee, a tour of campus, a chance to meet students and potential colleagues. In other words, we are hiring people who may spend the rest of their professional life and we totally neglect the social aspects. I realize that there are serious logistical problems involved with implementing a "social" dimension to the process, but colleges and Universities do this all the time. In brief, candidates (potential life-long colleagues) are treated fairly and with respect – which is of the essence – but they are not treated particularly well.
17	I especially appreciated the calm and helpful approach COC has to the tenure process. It has been very supportive and helpful so far.
23	One suggestion might be to move up the dates of interviews. Many schools complete the process sooner and might "steal away" great candidates. In the New Faculty Orientation, it would be useful to hear a student panel discuss student perspectives. I'm not new to teaching, but each student populations is different, and I was keen to learn more about COC's specific student population. I've been very happy with my schedule, but I have one colleague who has had horrendous hours – a schedule split between late night & early morning classes. Most days he/she is on campus for 13 hours at a stretch. Burn-out can be a factor with such a taxing schedule. Also camp. Class sizes are unusually large and might discourage many good candidates from applying to COC.